

Request for Quote

Project A of designing the future structure of the aged care workforce to inform a modern workplace relations framework and future costs of workforce for the aged care sector

Quotation requested for supply of	Designing the future structure of the aged care workforce including job families and career pathways to inform what a modern workplace relations framework could look like for the aged care sector. The structure must reflect the delivery of quality care that meets community expectations. The successful bidder must work collaboratively with other entities responsible for the development of the two corresponding projects.
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Closing Date	5pm, 6 September 2021
Quotation lodgement	contact@acwic.com.au

1. Background

- 1.1 The Aged Care Workforce Industry Council (the Council) is the first leadership group of its kind in Australia's aged care industry. The Council is committed to creating a better, more sustainable aged care system across Australia with a clear focus on the consumer. It is working with Industry, Government, employees and consumers to ensure the workforce is suitably skilled and able to deliver safe, consistent and high-quality care services to older Australians, irrespective of setting.
- 1.2 The Council's purpose is to provide a unified body to oversee, coordinate and sequence the implementation of '[A Matter of Care – Australia's Aged Care Workforce Strategy](#)'.
- 1.3 By working in partnership with Industry, Government, consumers and employees, the Council will ensure that the Strategy's 14 Strategic Actions and supporting recommendations are embedded across the whole aged care sector.

2. Context

- 2.1 As set out in A Matter of Care, the Council is required to work with the sector and governments to understand what a future aged care workforce, and supporting workplace relations framework could look like, better reflecting the changing nature of work. This will enable work to understand the future costs of the aged care workforce, to build a comprehensive blueprint for the sector and current and future governments.

2.2 The Council is progressing this work across three separate but related projects – termed as:

- Project A – Designing the future workforce structure of the aged care sector.
- Project B - Modelling and describing future aged care workforce costs, using a dynamic model that includes incremental future projections.
- Project C - Bringing together industry peak bodies, employers, employees and their representatives to achieve a collaborative dialogue to inform what a future workplace relations framework could look like for the aged care sector. This work goes well beyond the current workplace relations framework. It is not about adapting the current frameworks, rather it is about projecting what a completely different system could look like and what the requirements will be to enable the workforce to deliver new models of care.

2.3 These projects will be released sequentially. Given the high degree of interdependencies between these three projects the successful suppliers for all projects will be required to work collaboratively and will, as required, be part of a common governance arrangement.

2.4 Project A is to document the future structure of the aged care workforce, that is, the job roles and job families that will be required across the workforce to deliver models of care which holistically address the physical, social and emotional needs of older people.

2.5 To develop the structure will require modelling scenarios of care across the community settings (within a person's home) and in residential care (congregate care) settings. This will include projecting progression to integrated and living well models of care. The scenarios are to be developed with the sector/providers who are delivering innovative aged care services to ensure that the job roles/families effectively capture the future job roles to enable the reforms to the aged care system e.g. technology enablement roles to support greater use of artificial intelligence, lifestyle coordinators with a stronger focus on wellness etc.

2.6 Assumptions will need to be made regarding the future models based on the current policy settings which have been agreed as part of the Australian Government's response to the Royal Commission into Aged Care Quality and Safety and the 2021 Federal Budget.

2.7 Project B will be to understand the associated future aged care workforce costs. Drawing on the scenarios for future models of care modelling will be undertaken utilising the future job roles and workforce relations framework anticipated.

2.8 Project C will bring together industry peak bodies, employers, employees and their representatives to achieve collaborative dialogue to inform what a future workplace relations framework could look like for the aged care sector. The focus of this work is on the future. It is not an extension of the facilitation role that the Council is undertaking regarding areas of consensus for the work value cases before the Fair Work Commission. It is about reimagining a completely new workplace relations framework. Documenting the future structure of the aged care workforce will increase the transparency of career pathways in the sector enhancing the attractiveness of the sector for prospective employees, and ideally increasing retention as employees, will be better able to see how their skills and experience translate to other jobs.

2.9 This work is the core remit of the Council. It is a critical area that requires strong and rigorous alignment to support reform. This includes development of a strong case to inform current workplace relations matters, as well as the longer-term workforce reform objectives of the Council. It is expected that all aspects of this project are developed through a comprehensive consultation process with the sector and government.

2.10 The Council is progressing three projects (A, B & C) that are separate yet interdependent. The Council is seeking a suitably qualified party to deliver each project. The three projects are within the scope of the following three Strategic Actions for which the Council is responsible for delivering on:

- *Strategic Action 4 - Defining new career pathways including accreditation*
 Relating to Project A: This action is aimed at supporting an agile workforce by rethinking job roles, pathways and career progression options. It recognises the emergence of new aged care roles based more on integrated and living well models of care. The pathways are linked with reframed qualifications and skills, recognising competencies, creating new and longer career paths and moving to an industry standard for worker and volunteer accreditation. Of note, the Aged Services Industry Reference Committee and Human Services Skills Organisation are currently responsible for reframing skills and qualifications and career pathways, respectively.
- *Strategic Action 13 - Current and future funding considerations, including staff remuneration*
 Relating to Project B: This action, recognises current funding as baseline, and focuses on understanding the future funding and related innovation challenges for the industry. It recognises the need to have a more nuanced, open and aligned conversation on sustainable long-term funding in order for the industry to support and recognise their skilled workforce and meet evolving community expectations. Of note the Independent Hospital Pricing Authority will expand to take on the role of Aged Care pricing from June 2023.
- *Strategic Action 8 - Developing a revised workforce relations framework to better reflect the changing nature of work*
 Relating to Project C: This action recognises that while individual organisations must be responsible for their workplace arrangements, opportunities are required for industry peak bodies, employers, employees and their representatives to modernise approaches to workforce organisation and productivity. The focus must be on consumer needs, preferences and values driving the industry, the quality of jobs and realigning business and workforce models as the world of work changes. This action also recognises the value of all parties aligning on the funding required to underpin the sustainability of the industry.

The outcome of the three RFQs (Projects A, B and C) will indirectly address the Strategic Action below:

- *Strategic Action 7 - Implementing new attraction and retention strategies for the workforce*
 This action goes to how better employee engagement and enablement will improve attraction, retention and workplace culture in individual organisations and across the industry. Consistent follow-up action on this needs to be complemented by scaling up of

successful industry models, well-organised and purposeful student workplace placement experiences and targeted strategies for specific groups, particularly for young people and a diverse workforce. These actions will reinforce finding and retaining the right people with the right fit and keeping valued skills and talented people.

- 2.11 There is a requirement that all three interdependent projects are undertaken in a collaborative and cohesive fashion by the separate parties. Information sharing, regular meetings and continuity planning must be agreed and in place before commencement of the three projects, noting that Project A will commence in advance of Projects B and C.

3. Scope of Project A – Future structure of the aged care workforce

- 3.1 The aim of this project is to map the current and emerging job roles and job families that are applicable across the aged care sector, i.e. across both care provided in the community/in people's homes and in residential care settings. Mapping will need to contemplate and describe the emergence of progressive models of care such as integrated and living well. In turn, the anticipated timing of emerging models will need to synchronise to the emergence of job roles and families to support these models. This is to include the breadth of activities/functions within each job role and show the granulation of activities/functions at each classification. The mapping is to align to the Australian Skills Classification – occupational classifications and skill clusters and identify gaps¹.
- 3.2 Recognise the emergence of new roles based on more integrated models of care which holistically address the physical, social and emotional needs of older people. This is to be progressed ideally through scenario modelling using the policy settings which have been agreed as part of the Australian Government's response to the Royal Commission in to Aged Care Quality and Safety and the 2021 Federal Budget. Consideration must be given to the alignment with the disability, health and veterans' sectors. In developing scenarios, it is expected that the successful supplier will consider relevant international evidence, particularly from countries with an aged care population akin to Australia, and with aged care systems that allow findings to be applicable to the Australian context.
- 3.3 Develop a first draft based on research of the domestic and relevant international aged care sectors. This will then be used as a framework for discussion with the sector through rigorous consultation to be refined throughout the project.
- 3.4 Draw on the above to document clear career pathways within the aged care sector. This will need to align with the work being progressed by the Human Service Skills Organisation (HSSO).
- 3.5 Enhance the attractiveness of the sector for prospective employees, and ideally increase retention as employees will be better able to see how their skills and experience can be translated into other jobs.

¹ [Australian Skills Classification | National Skills Commission](#)

3.6 Deliver the above project (A) in a collaborative working arrangement with additional suppliers who will be delivering supplementary projects (B and C).

4. Scope of Projects B and C- Cost Modelling and Workplace Relations Framework

4.1 Project B: Modelling and describing future aged care workforce costs, using a dynamic model that includes incremental future projections.

4.2 Project C: A comprehensive framework to inform what a future workplace relations framework could look like.

5. Project A deliverables and indicative timeframes

5.1 A comprehensive project plan must be developed and agreed by the Council. It must cover all aspects of the project, including how the project will address the following elements 5.2 to 5.4, and timing.

5.2 A comprehensive stakeholder engagement plan, which must be developed and agreed by the Council covering all aspects of this project. This is to include, but is not limited to:

- identification of key stakeholders – providers, worker representatives, workers, consumer representatives, relevant peak bodies, government departments, project governance arrangements (see below) etc,
- the sequencing and engagement mechanisms to be used – including how to bring in individuals with the technical skills and on the ground experience to effectively co-design this with the sector, and
- how project deliverables will be tested with stakeholders and end users to ensure they are reflecting the diversity of inputs and are fit for purpose.

5.3 The future structure of the aged care workforce must include, but not be limited to:

- Description of the emerging and anticipated models of care such as integrated and living well models as well as evolution of current community/in home and residential models
- The occupations, job families and types of jobs in the sector
- Identifying clear career pathways and transition between job families and sectors
- Contemplation of design, and estimation of costs, of emerging roles due to new models of care
- The level that work should be performed – including areas of specialisation e.g. dementia, palliative care etc
- The type of supervision to be expected – in particular, clinical supervision
- The competencies to be expected - including how skills development would preferably occur including considering recognition of prior learning, on the job training, stackable skills sets and the use of microcredentials and transferable skills from other industry experience
- General assumptions and considerations of required qualifications and/skills development that will need to be undertaken or aligned to pathways and job families.

5.4 It is expected that in developing the future structure of the aged care workforce consideration is given to:

- Including both direct care roles and ancillary roles
- Designing scenarios for models of care that reflect contemporary best practice which holistically address the physical, social and emotional needs of older people, which are also representative of the population, such as older people with diverse needs, characteristics and life experiences, and the various settings in which aged care services are delivered. The scenarios are to be developed with the sector/providers who are delivering innovative aged care services to ensure that the job roles/families effectively capture the future job roles to enable the reforms to the aged care system e.g. a technology enablement roles to support greater use of artificial intelligence, lifestyle coordinators with a stronger focus on wellness.
- Considering the increased use of technology and innovation which changes the way in which work is undertaken, with an eye to what the aged care sector might look like in 5 to 10 years' time, so that the structure has longevity
- Geographical considerations for service delivery across Australia, in particular, in areas of thin markets in regional and remote areas where delivery is often shared across community health and human services.
- Demographic consideration such as the growing acuity in the needs of older people accessing aged care services and the need for the workforce to be equipped to provide complex care
- The setting in which the job is undertaken, such as, a person's private home, supported accommodation settings such as Independent Living Units (ILUs), Group Homes and 24/7 residential care etc.

5.5 Indicative key timeframes include:

- September 2021 – Project Plan and Stakeholder Engagement Plan
- October 2021 – first draft of the future structure of aged care workforce
- November 2021– initial testing of the structure with key stakeholders
- February 2022 – revised structure circulated for further testing with key stakeholders
- April 2022 - final structure delivered and accepted

6. Deliverables within Project B and Project C of this project

6.1 The RFQ for Project B will be provided to the successful tenderer once released

6.2 The RFQ for Project C will be provided to the successful tenderer once released

7. Governance

7.1 The Council will establish a Working Group with nominated project leads from project A and B and a facilitator from project C (when engaged – noting that this RFQ process will commence shortly after Projects A and B). While each party will be responsible for delivering their respective projects, given the complexity of the work and its inter-connectedness, the Council expects all three successful parties to work collaboratively to ensure that all projects are complementary and informed by the work of all parties. This collaborative commitment will require working within the governance structure for the project prescribed by ACWIC, including, but not limited to:

- Nominating a Project Lead

- The Project Lead actively participating in the Working Group established by the Council
- A detailed plan and sequencing document detailing how the three groups will work together to collaboratively achieve deliverables
- Reporting arrangements to the Council, the Council Directors, and Working Group.

7.2 Once engaged, the facilitator of project C will be responsible for scheduling regular communication and coordination with the project leads from projects A and B. Project A and B will run in parallel, with project C starting shortly afterwards and then too running in parallel. Project C forms the centrepiece of the integrated work, with both project A and B inputting into project C as they develop.

7.3 There will be a Steering Committee overseeing this project which will include, but not be limited to, the CEO, Louise O'Neill and the following Council Directors who are sponsoring the specific Strategic Actions included within the scope of this project:

- SA 4 - Melissa Coad, Graeme Prior & Ian Thorley
- SA 7 - Kevin McCoy, Graeme Prior & Ian Thorley
- SA 8 - Kevin McCoy, Melissa Coad & Tomás Chubb
- SA 13 - Kevin McCoy, Cathy Thomas & Melissa Coad

8. Supplier response and quotation

8.1 Please respond to this RFQ with the following information:

- Description of the requirement
- Proposed step-by-step approach to completion of Project A.
- Skills and expertise of the individual(s) leading or contributing to delivery of Project A.
- Description of demonstrated relevant experience and work samples of the individuals leading or contributing to Project A.
- Proposal / estimation of timeframe (from commencement to completion)
- Quotation
 - Prices must be:
 - In Australian Dollars and exclude GST,
 - Firm and capped (all items including time and materials),
 - Valid at least until close of business 12 months from closing date of this RFQ, and
 - Itemised to outline costs for development of the requirement, delivery and acceptance testing
- The following Supplier information:
 - If a Company, the Registered Company Name
 - If a Partnership, the Partnership Name
 - If an Individual, the Individual's Full Name
 - Trading Name
 - Australian Business Number (ABN) or Country Equivalent (e.g. Business Registration Number)
 - Australian Company Number (ACN) or Country Equivalent (e.g. Business Registration Number)

- Registered Office (if a company)
- Site Address (principal place of business)
- Main Point of Contact

9. Section criteria

9.1 The following criteria will be used to assess responses to the tender:

Criteria	Description	Weighting
Ability to meet the full scope of work	Demonstrated skills, and experience in delivering comparable projects Proven record of timely completion on similar projects (complexity and scale)	50%
Ability to develop the deliverables in the specified timeframe	Sufficient nominated staff to undertake the project, including with skills and/or qualifications to demonstrate their capacity and/or ability to undertake the specified work Detailed project plan that sets out the ability to carry out work within the required timeframes	15%
Governance model	A clear and transparent governance model to deliver the project and work with the other two contracted parties.	15%
Overall value for money	Comparison of the price with other comparable tasks/projects	20%

9.2 Tenderers are also requested to provide the names and contact details for two referees to support their application to undertake this project.

10. RFQ closing date

10.1 RFQs (including all supporting information, if any) must be fully received by the Closing Date. Suppliers should notify the Council Contact Person in writing on or before the Closing Date and Time if they find any discrepancy, error or omission in this RFQ.

11. Acceptance of an RFQ

11.1 The Council is not bound to accept the lowest or any RFQ. The Council shall not be in any circumstances responsible for any costs incurred by a Supplier in preparing and submitting a quotation. Acceptance of a quotation or part of a quotation will be subject to the Council and the successful Supplier to enter into a contract.

12. We value a diverse and inclusive workplace

12.1 The Council actively promotes the engagement of women, people with a disability, Aboriginal people, LGBTQI+ and people from culturally and linguistically diverse backgrounds in all facets of the workforce.